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Document No. 3
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DDA Memo, 4 Aug 77
Auth: DDA REG. 77/1763
Date: 25 0178 By [redacted]

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DTR
Q+M
2-2-1

25 April 1955

TO: Director of Central Intelligence

VIA: Deputy Director (Support)

SUBJECT: Unresolved Problems of the Office of Training
Problem I: Responsibilities of the Director of Training for Non-OTR Conducted Training

REFERENCES:
a. Memo from IG to DCI dtd 20 Apr 54, Subject, "Survey of the Office of Training"

b. Memo from DTR to DCI dtd 4 Jun 54, Subject, "Survey of the Office of Training"

c. Staff Study from DTR to DCI dtd 22 Sep 54, Subject, [redacted] 25X1

d. Memo from DCI to DD/P, DD/A, DTR and IG dtd 12 Jan 55, Subject, [redacted] 25X1

[redacted] 25X1

f. Memo from DTR to C/MCS/DDS dtd 17 Feb 55, Subject, "Revised Statement of Mission and Functions, Office of Training"

1. PROBLEM:

To recommend the actions required to permit the Director of Training to carry out his responsibilities for non-OTR conducted training activities of the Agency.

2. FACTS BEARING ON THE PROBLEM:

25X1A a. [redacted] dated 18 January 1954, which is currently in effect, authorizes the Director of Training to "...develop and direct Agency training programs..." (in the U.S.); "review Office training programs, including on-the-job training, and advise and assist the Offices in the development, direction, and conduct of such training" and further "...to

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represent the Director of Central Intelligence on subjects related to training..."

b. In the report of his survey of the Office of Training, dated 20 April 1954 (reference a.), the Inspector General made the following recommendations relating to Problem 1. above. In each case the Office of Training comment to the Director of Central Intelligence, in response to the findings of the Inspector General is included as follows:

25X1A (1) [redacted]

OTR COMMENT: Do not concur. I cannot accept responsibility for staff supervision over training programs without authority to examine training objectives, determine methods of instruction, prescribe training content, establish training standards, or select the instructional staff.

25X1 (2) RE RECOMMENDATION 2: All training done by other offices, e.g., language [redacted], various projects of [redacted] be put under the staff supervision of OTR. 25X1

OTR COMMENT: Concur in principle, provided OTR is given sufficient authority to enable it to perform the supervisory function effectively.

(3) RE RECOMMENDATION 3: A committee composed of one representative each from DD/I, DD/A, DD/P, OTR and chaired by a representative of the Management Staff, should review all non-OTR training conducted by the Agency. Training best conducted by OTR should be transferred to it. Agent training conducted by the DD/P area divisions should be given at least staff supervision by OTR to ensure a minimum of duplication and overlapping.

OTR COMMENT: Concur with part one; such a review is needed. While I concur in principle with part two of this recommendation, it should be noted that supervision is now effected by senior members of the respective area divisions and appropriate DD/P staffs. Transfer of supervisory responsibility to the Office of Training without clearly defining the degree of supervision desired and without commensurate authority would produce ineffectual results.

c. In further consideration of the problem cited above and the Inspector General's report, the Director of Training on 4 June 1954 (reference b.) advised the Director of Central Intelligence that:

"(1) Should the Office of Training assume responsibility for staff supervision of training conducted by other offices of the Agency, an obvious prerequisite is the establishment of commensurate authority

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b. Revised Statement of Mission and Functions of the Office of Training (Reference f.)

(1) In developing the new statement of missions and functions of the Office of Training the role of the Director of Training was interpreted as being:

(a) Staff Officer to the DD/S and Director of Central Intelligence with respect to the total training effort of the Agency.

(b) Line Officer with responsibilities to plan and direct specified training programs.

(2) As Staff Officer for training, it is held that the Director of Training should have general oversight of all training activities of the Agency in order that he may be able at all times to make responsible recommendations to the DD/S and the Director of Central Intelligence on the status of the whole or any part of the Agency's training activities.

(3)

25X1

(4)

c. [redacted]

(1)

(2) It is further agreed that the Management Staff, DD/S, should conduct the three headquarters surveys with participation of the Office of Training in each case; but that the survey of DD/P overseas training

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activities should be conducted by the Inspection and Review Staff, ED/P, with representation from OTR and if necessary, a representative of the Management Staff, ED/S.

(3) The objective of these surveys is two-fold: first, to provide data upon which the training effort of the Agency can be properly appraised and recommendations made for its improvement; and second, to determine what should be transferred to the Office of Training.

(4) Upon completion of the surveys, the data resulting therefrom should be made available to the Office of Training for analysis and recommendations by the Director of Training, which would be submitted through the Management Staff, ED/S, to the Deputy Director (Support) for his review and approval.

4. CONCLUSION:

a.

b.

25X1

5. RECOMMENDATION:

a. Promulgation of the revised statement of mission and functions of the Office of Training as stated in Tab A be approved and authorized.

b. The Management Staff, ED/S, be directed to initiate the surveys in accordance with the specifications contained in Tab B.

SIGNED

[redacted]
Director of Training

ATTACHMENTS:
Tabs A and B

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CONCURRENCE:

Deputy Director (Support) — Date

Deputy Director (Plans) — Date

Deputy Director (Intelligence) — Date

ACTION AS APPROVING AUTHORITY:

APPROVED: — Date

Director of Central Intelligence

OTR/LES:mjz (4/24/55)

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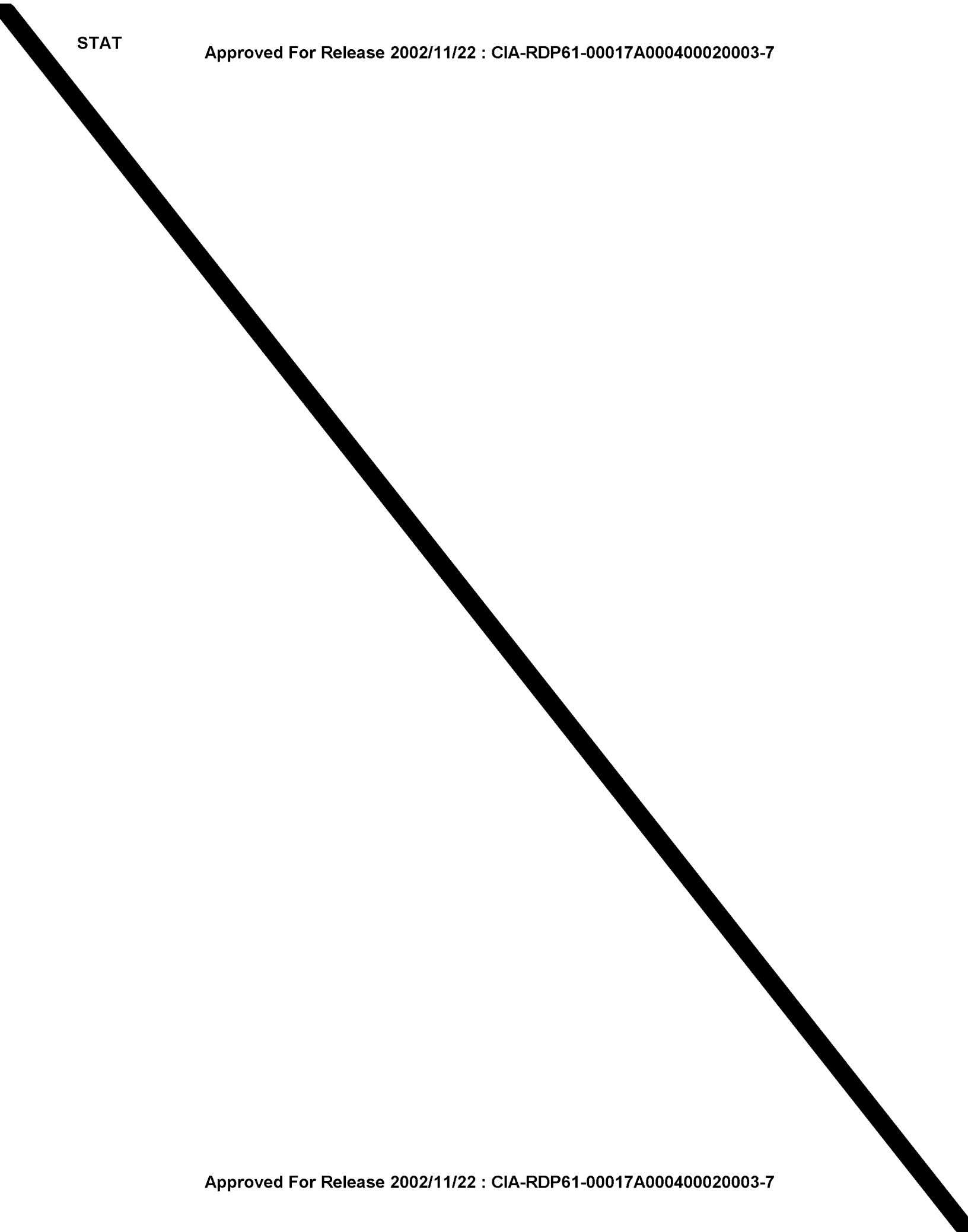

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17 February 1955

MEMORANDUM FOR: Chief, Regulations Control Staff, DD/S

SUBJECT: Statement of Organization and Functions - Office of Training

1. Attached hereto is a statement of responsibilities of the Director of Training which reflect recent enlargements of his functions and responsibilities as authorized by the Director of Central Intelligence.

2. This statement has been fully coordinated within the Office of Training and has my approval as representing the mission and functions of the Office of Training.

3. It is requested that you promulgate this Regulation as part of the new series of Deputy Director (Support) statements in the CIA Manual.

/s/

MATTHIAS ARMO
Director of Training

Attachment:
Statement of Organization and Functions - OTR

OTR/LAB:mja (16 Feb 55)

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[redacted] 25X1

25X1A [redacted] [redacted] 25X1A

ORGANIZATION
February 1955

ORGANIZATION AND FUNCTIONS
OFFICE OF TRAINING

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1. MISSION

The Director of Training, as the representative of the Director of Central Intelligence and the Deputy Director (Support) on all matters related to training, is responsible for the coordination, technical supervision, review and support of all Agency training activities, [redacted] He is further responsible for the development and direction of Agency training programs, and related activities as set forth below. 25X1

2. FUNCTIONS

The Director of Training shall:

a. Ascertain Agency training requirements and develop, review and coordinate plans, policies, standards and programs designed to meet such requirements.

b. Develop and direct, within OTR installations, training programs related to:

(1) the skills and techniques required to carry out the specialized operational activities for which the Agency is responsible;

(2) the principles, objectives, and methods of producing national intelligence;

(3) the knowledge and understanding of the environment, peoples and languages of foreign areas, and other specialized subjects related to the intelligence, operational, administrative and support activities of the Agency;

(4) the executive, management and supervisory skills required to administer the Agency;

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(5) the clerical and administrative skills required to support Agency activities;

(6) the methods and techniques of instruction;

(7) the indoctrination and orientation, through presentations of formal courses of instruction, of Agency and other authorized personnel, in the mission, functions, organization and procedures of the Central Intelligence Agency;

(8) such skills and techniques other than those cited above as may be required to increase the capabilities of personnel to serve the Agency.

25X1A

[redacted]

d. Establish the criteria for, and assist in determining the physical facilities, personnel strength, logistic support, and budgetary provisions needed to meet the requirements of Agency training programs.

e. Produce training publications of instructionally useful materials which convey and interpret the intelligence, operational, administrative and support doctrine of the Agency, and formulate dissemination policy governing the distribution of such training publications.

f. Provide for Agency participation in training programs at appropriate external training facilities, governmental and private in the United States and abroad, in accordance with the applicable provisions of Public Law 110 (81st Congress, 1st Session) and such Agency policies governing their use as may be prescribed.

25X1

[redacted]

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i. Direct a comprehensive program for the selection, professional training, and career preparation of Junior Officer Trainees (JOT's) in cooperation with appropriate components of the Agency.

j. Submit periodic reports to the Director of Central Intelligence on the status of the Agency training effort.

k. Establish the standards of performance to be met by Agency personnel in Agency training programs, and terminate the training of personnel for failure to meet prescribed standards of performance.

l. Maintain in coordination with appropriate components of the Agency relationships with officials in Governmental and private institutions in the United States and abroad for the purpose of effective use of external training programs and for the purpose of strengthening and improving internal training programs and other related purposes.

3. ORGANIZATION

See organization chart, Figure 1.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Deputy Director
(Support)

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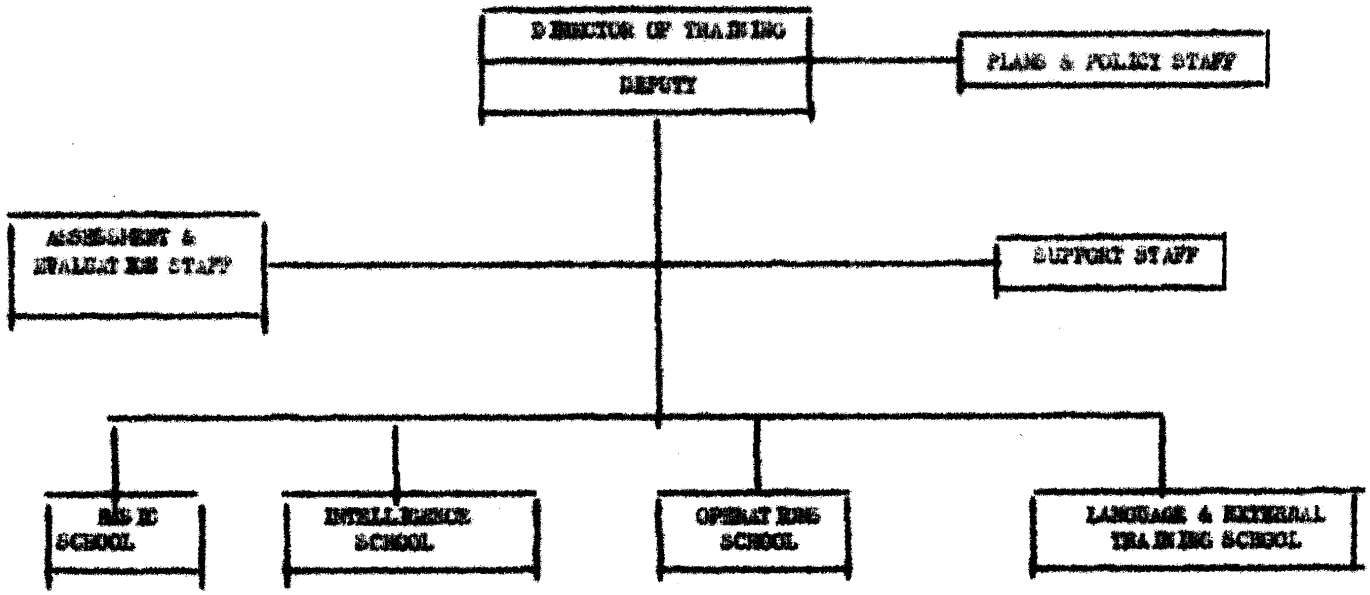

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TAB

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MEMORANDUM FOR: Chief, Management Staff, DD/S

SUBJECT: Survey of Non-OTR Conducted Training Activities of the Agency

REFERENCE: Staff Study to DCI from DTR dtd 25 Apr 55, Subject, "Unresolved Problems of the Office of Training Problem 1: Responsibilities of the Director of Training for Non-OTR Conducted Training"

1. In accordance with the recommendation contained in paragraph 5 b. of the reference the Management Staff is directed to undertake surveys, within DD/S, DD/P and DD/I, of all headquarters [redacted] training activities of the Agency [redacted] which are not now conducted by the Director of Training. 25X1 25X1

2. The purpose and objectives of these surveys is discussed in the reference in paragraph 2 b (3), 2 c, 2 d and 3 c. The Office of Training will make available to the Chief, Management Staff, a copy of the reference together with such additional reference material on this subject as may be required.

3. Since it is not feasible to conduct these surveys concurrently in view of the shortage of qualified manpower, they must therefore be conducted in succession. The composition of the teams will vary with each survey. Management Staff and Office of Training representatives will remain on the survey team until all four surveys have been completed. The DD/I, DD/S and DD/P members of the team will serve only for the duration of the survey of their respective components. In the case of the survey of non-OTR conducted training overseas, the DD/P member of the survey team will be designated by the Chief, Inspection and Review Staff, DD/P, and should in this instance serve as chairman of the survey team. The surveys should be conducted in the following order of priority: (1) DD/P, (2) Overseas, (3) DD/S and (4) DD/I.

4. The surveys shall be conducted to provide the data, where applicable, as contained in the checklist attached hereto. The checklist should be used as a guide. The objective of the survey is to

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provide the maximum amount of pertinent information about each training activity and program so that responsible recommendations can be made concerning:

a. the current status of the Agency's training effort;

b. how the training effort can be improved;

c. the responsibility for direction of the training.

5. Upon completion of the surveys copies of the data together with survey team recommendations shall be provided to the Chief, Management Staff, and to the Director of Training for their review, analysis and recommendation to the Deputy Director (Support) through the Deputy Director concerned.

6. The survey team chiefs will submit monthly progress reports on the status of the survey to the Chief, Management Staff, and to the Director of Training.

LAWRENCE K. WHITE
Deputy Director (Support)

Attachment:
Checklist

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CHECKLIST

Data Relative to Non-CIA Conduct or Sponsored Training Activities of CIA

I. TRAINING ACTIVITY IDENTIFICATION

1. NAME OF ACTIVITY:

Record project or program names, cryptonyms, or brief descriptive title.

2. SPONSOR(S):

List requesting and/or supervising organizations, specifying the authorized plans and the approvals received for the training activity by each component.

3. LOCATION(S):

List all sites explaining briefly parts of program at each.

25X1

[redacted]

5. HISTORY OF PROGRAM:

Brief chronology of the program's existence and projected life.

[redacted] 25X1

II. OBJECTIVES OF THE TRAINING ACTIVITY

1. RELATIONSHIP TO AGENCY OBJECTIVES:

Identify and explain relationships to specific projects, programs, or missions, citing authorizations.

2. OCCUPATIONAL OBJECTIVES:

Discuss the trainee end-product of the activity in terms of job titles or primary duties.

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3. DEFINITION OF THE TRAINING REQUIREMENT:

Present data from each requestor, organized to show numbers and categories of trainees, increments and cycles of training, principal subjects of instruction. Cite authorizations and relate to paragraphs 1 and 2 above.

III. THE TRAINING PROGRAM

1. INSTRUCTIONAL OBJECTIVES:

Describe objectives in terms of what is actually accomplished in the training situation relevant to the occupational objectives given in II, 2, above.

2. CURRICULA:

Outline the course(s) of study detailing the principal concepts and skills taught. Discuss method of preparation relative to the training requirements, responsibilities for preparation and procedures for approval.

3. PRINCIPAL METHODS OF INSTRUCTION:

Enumerate methods employed and analyze with regard to instructional objectives, the curricula and the training situation.

4. INSTRUCTIONAL MATERIALS:

Discuss sources, methods of preparation, adequacy of doctrinal content. Indicate availability and degree of use of training equipment and aids relative to data discussed in paragraph 2 and 3 above.

5. TRAINING EVALUATION:

Discuss data received on trainees by teaching staff, the system for evaluations of student performance, information reported on students and use of student evaluations to improve instruction.

6. OVERALL EVALUATION OF THE TRAINING PROGRAM:

Discuss principal factors which make program effective or render it inadequate.

IV. THE INSTRUCTIONAL STAFF

1. ORGANIZATION:

Describe the plan of division and coordination among the instructional elements defining basic responsibilities for the instruction.

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2. INSTRUCTIONS:

a. Give data as appropriate on numbers, classification, and grades per each category.

b. Summarize data on pertinency of the qualifications and experience of entire staff to the training mission.

c. Evaluate the effectiveness of each instructor with regard to his teaching assignment; summarize for the entire staff.

V. THE TRAINING FACILITY

25X1

1. SECURITY [redacted]

Discuss the security requirements relative to the training activities, describe the plan in effect and comment on its relationship to the effectiveness of the training program.

2. DESCRIPTION OF FACILITIES:

Present data as appropriate with specific reference to III, 2 - Curricula, commenting on adequacy for current program and other possible uses.

3. ORGANIZATION:

Describe structure of component containing the training activity.

4. RELATIONSHIP OF TRAINING ACTIVITY:

Discuss the supervision and direction of the training activity, describing administrative and other support arrangements as may be appropriate.

5. EVALUATION OF EFFECT OF ORGANIZATIONAL PLAN ON THE TRAINING ACTIVITY:

Discuss major problems created for the training activity.

VI. THE TRAINEES

1. TRAINEE STATISTICS:

Present data as appropriate interrelating numbers trained, increments, nationalities, lengths and cycles of training programs, courses of study, etc.

2. UNIQUE TRAINEE DATA:

Discuss special problems, such as use of interpreters, usual educational and experience levels, food and housing needs, etc. Comment on effect on overall organization of the training activity.

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3. ASSESSMENT AND OTHER DATA RECEIVED ON TRAINEE:

Describe the source and method of procurement of information and its content and adequacy on the trainee by the training staff. Indicate how the data is employed by the training staff.

4. TRAINING EVALUATION DATA REPORTED ON THE TRAINEE:

Describe data reported, procedure and timeliness of reporting, use made by receiver and plan of validation and evaluation procedures in effect, if any.

5. RECOGNITION ACCORDED TRAINING:

Discuss use of data reported on trainee, value of data in career planning and personnel actions.

VII. TRAINING ACTIVITY COSTS

1. BUDGETARY METHODS:

Describe budgetary procedures outlining cost factors employed in estimates, reviews and authorizations required, basis for allocations and expenditures of funds.

2. PROGRAM COSTS:

Present data on an analysis of funds expended for previous years or estimates for future costs utilizing such reporting factors as: total costs, total and average annual costs, unit costs (per trainee or group), support costs and other appropriate breakdowns.

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